

Goal at a Glance

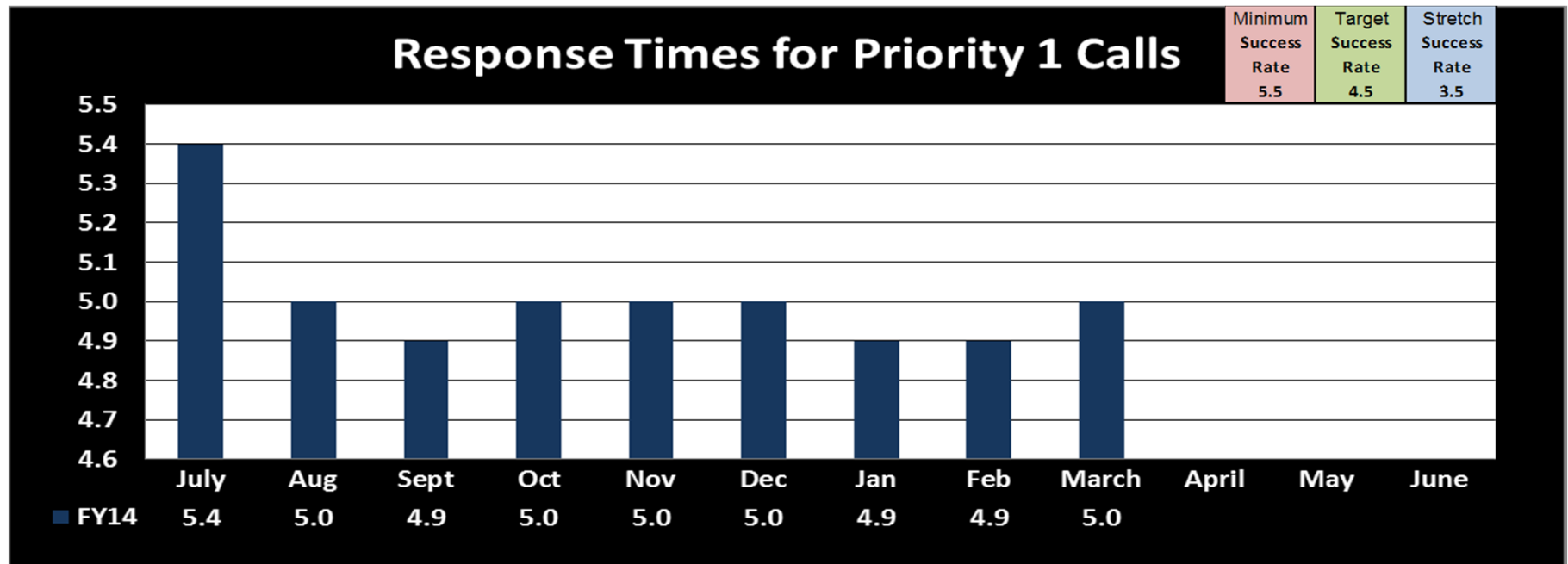
Houston Police Department Performance Goals 3rd Quarter FY14 Report

GOAL #1: Enhance Safety Throughout the City

Objective 1-1: Maintain response times to Code 1 calls in the range of 5.5 – 4.5 – 3.5 minutes.

Performance Indicates
Success

- **Importance :**
Code 1 responses are calls where there is an incident in progress with a potential threat to life or bodily injury.
- **Measurement:**
Response time as determined by the department's computer aided dispatch (CAD) system, includes time from dispatcher receiving the call to arrival time.



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Houston Police Department Performance Goals 3rd Quarter FY14 Report

GOAL #1: Enhance Safety Throughout the City

Objective 1-2: Maintain response times to Code 2 calls in the range of 11 – 9 – 8 minutes.

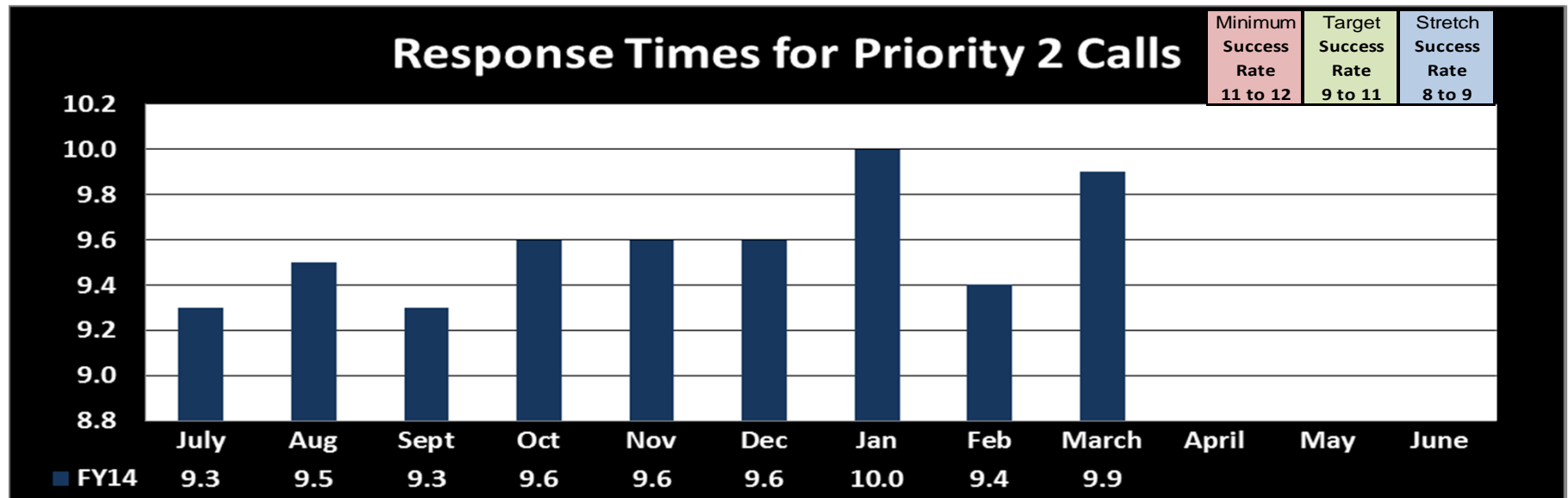
Performance Indicates Success

▪ **Importance :**

Code 2 calls deal primarily with in progress property crimes and/or a threat to human welfare, where an urgent response is warranted.

▪ **Measurement:**

Response time as determined by the department's computer aided dispatch (CAD) system, includes time from dispatcher receiving the call to arrival time.



Goal at a Glance

Houston Police Department Performance Goals 3rd Quarter FY14 Report

GOAL #1: Enhance Safety Throughout the City

Objective 1-3: Obtain clearance rates that exceed the past 5 year average for Part 1 Crimes.

**Performance is Below
Expectation**

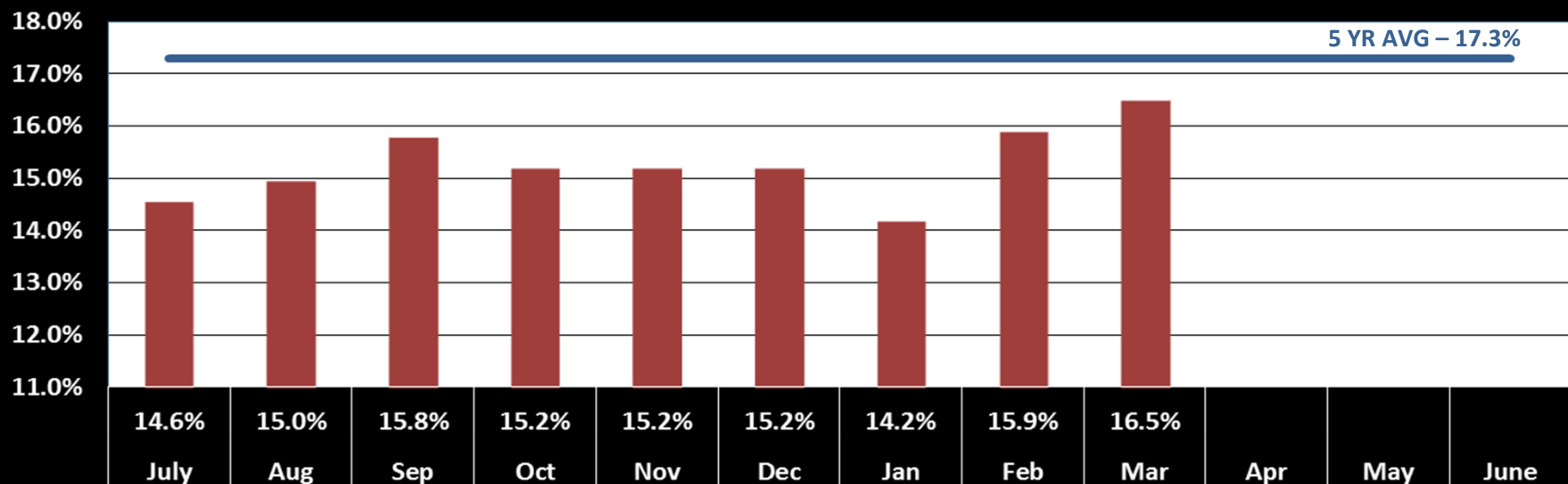
▪ **Importance :**

Solving crime will bring criminals to justice; reduce crime by eliminating the repeat offender, and bring some form of solution to the victims.

▪ **Measurement:**

Clearance rate as compared to the prior five year.

Part 1 Crime Clearance Rate vs 5 Year Average



Goal at a Glance

Houston Police Department Performance Goals 3rd Quarter FY14 Report

GOAL #2: Continue Positive Police / Community Relations

Objective 2-1: Maintain or reduce the Part 1 crime rate at or below the 5 year average.

Performance Indicates Success

▪ **Importance :**

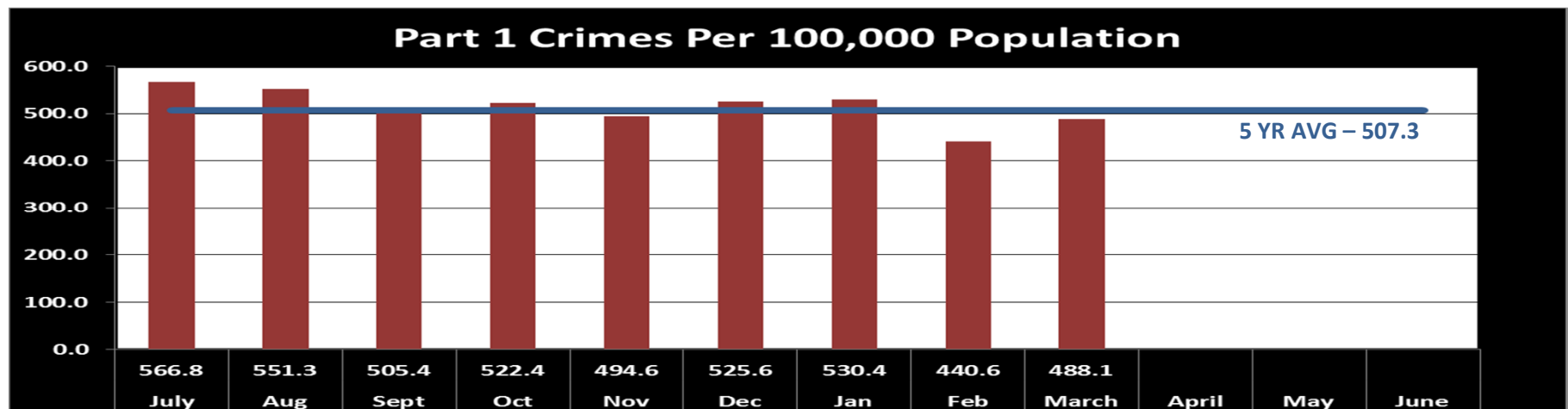
One of the most Important responsibilities of a police department is to keep the public safe from criminal activity, especially violent crime. Residents should work and live in a safe environment which is necessary for the economy to flourish.

▪ **Measurement:**

The number of Part 1 crimes reported to the FBI for the current time period as compared to the same time period for the previous fiscal year.

▪ **HPD Status:**

There was a -4.1% (486.4) decrease in the Part 1 Crimes per 100,000 population in the FY14 third quarter compared to the previous 5 year average of 507.3.



Goal at a Glance

Houston Police Department Performance Goals 3rd Quarter FY14 Report

GOAL #2: Continue Positive Police / Community Relations

Objective 2-2: Maintain weighted response times at or below the FY2013 average.

**Performance is Below
Expectation**

▪ **Importance :**

One of the most Important responsibilities of a police department is to keep the public safe from criminal activity, especially violent crime. Residents should work and live in a safe environment; a safe environment is also needed for the local economy to flourish.

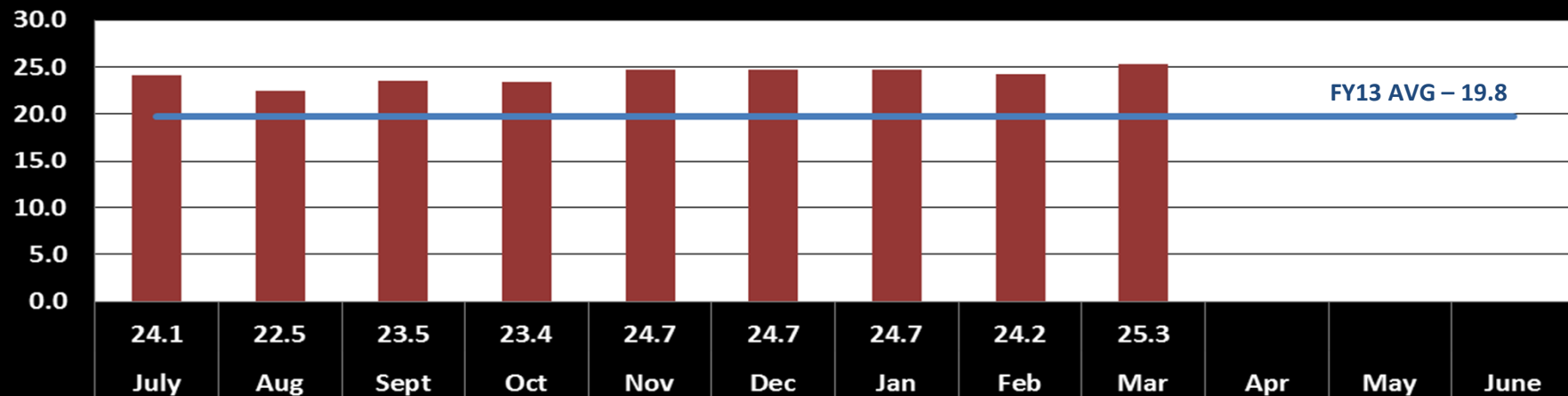
▪ **Measurement:**

The number of violent crimes reported to the FBI for the current time period as compared to the same time period for the previous fiscal year.

▪ **HPD Status:**

The weighted response time for the FY14 third quarter is 5.0% (24.7) above the FY13 average of 19.8.

Weighted Response Times vs FY13 Average



Goal at a Glance

Houston Police Department Performance Goals 3rd Quarter FY14 Report

GOAL #2: Continue Positive Police / Community Relations

Objective 2-3: Improve citizen satisfaction in all areas of the department as indicated by the Platform Study and other surveys.

No Reported
Information

- **Importance :**

The public's attitude toward the police department and their perception of the fear of crime are important to the community attitudes and well being.

- **Measurement:**

The number of violent crimes reported to the FBI for the current time period as compared to the same time period for the previous fiscal year.

- **HPD Update:**

HPD has no additional duties related to the Platform study. HPD is awaiting a report from the National Police Research Platform (University of Illinois at Chicago) on the results of HPD's participation over the past year.

Goal at a Glance

Houston Police Department Performance Goals 3rd Quarter FY14 Report

GOAL #2: Continue Positive Police / Community Relations

Objective 2-4: Enhance community relations by building stronger lines of communication with a broader audience through a variety of social media platforms that are internet based, as well as adapting an interactive Web 3.0 environment for Smartphone technology.

Performance Indicators Success

▪ Importance :

Social Media provides ways to connect with the community and share useful and relevant information on numerous topics such as community events, volunteer programs, crime, etc.

▪ HPD Update



Recruiting Blog: 46 postings and 19,598 page views



Twitter: Sent 166 tweets and had 8,672 followers



Instagram: 14 posts and had 357 followers



Flickr: Posted 110 photos



Created in March, 2014 to include content not posted anywhere on the HPD web. 39 Pins were posted.



Youtube: Posted 10 videos and had 1,669



Facebook: 82 postings and 48,250 fans



Nextdoor: 12 post and 24 citizen interaction/questions



Vine: 7 posts and 99 followers



Created in January, 2014 and posted 28 HPD blogs and 32 YPAC blogs

www.hpdtownhallmeeting.blogspot.com - The was created to post the Chief's media availability videos and Q&A from citizens.

Goal at a Glance

Houston Police Department Performance Goals 3rd Quarter FY14 Report

GOAL #3: Ensure the Department's Accountability to the Public

Objective 3-1: Complete a recently commissioned comprehensive work demand analysis for patrol and investigative functions.

Performance Indicates Success

- **Importance :**

To ensure the proper allocation of the departments resources in order to meet the needs of the citizens.

- **Measurement:**

Process milestones.

- **HPD Update:**

PERF is preparing its final report, incorporating findings from Justex. Office of Planning will address classified staffing for areas not covered by PERF. All reports should be completed in May.

Goal at a Glance

Houston Police Department Performance Goals 3rd Quarter FY14 Report

GOAL #3: Ensure the Department's Accountability to the Public

Objective 3-2: Continue the ISO 9001 Process for Crime Scene Unit and Records Division to ensure that the most efficient and best practices are being utilized.

Performance Indicates Success

- **Importance :**

This effort is vital to initiating a quality management system that will perpetuate continuous improvement a performance. This business model inherently fosters stakeholder ownership and a true sense of empowerment.

- **Measurement:**

Measurement for this effort will come in the form of documented process improvement and performance. Current criteria are used as a baseline for continuous and measured improvement.

- **HPD Progress:**

The Records Division underwent the first half of their audit to determine if they meet all criteria that will allow them to be certified to the ISO 9001:2008 standard. They will learn the outcome in July. Part One of the audit was extremely favorable.

The Crime Scene Unit underwent a Pre-Assessment to gauge their readiness for certification to the ISO 17020 standard. Several technical adjustments were identified for correction. As of April 3, 2014, the LGC is independent of the Houston Police Department, therefore the Crime Scene Unit will pursue ISO certification under the guidance of Dr. Dan Garner.

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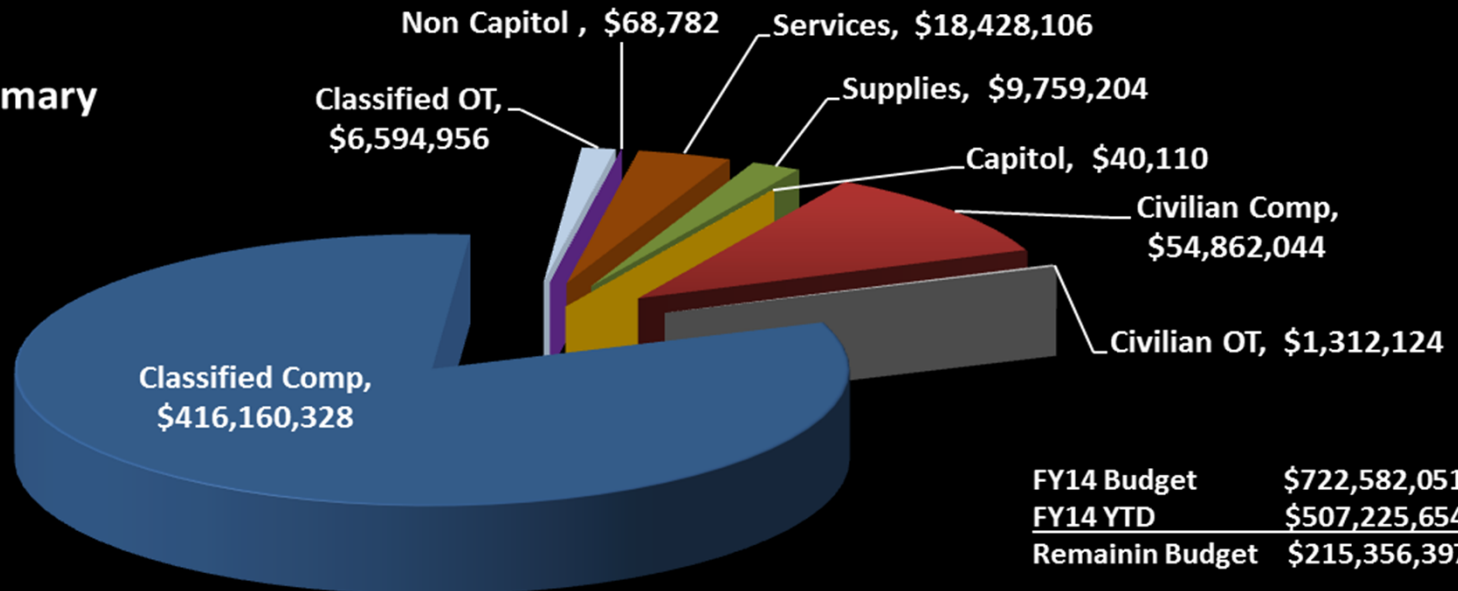
GOAL #3: Ensure the Department's Accountability to the Public

Objective 3-3: Exercise sound fiscal management in utilizing the funds provided by City Council.

Performance Indicates Success

- **Importance :**
To maintain the citizens' faith in the department's ability to manage the funds allocated to support the police departments mission.
- **Measurement:**
Year to date current budget spending.

FY14 Financial Summary



Goal at a Glance

Houston Police Department Performance Goals 3rd Quarter FY14 Report

GOAL #3: Ensure the Department's Accountability to the Public

Objective 3-4: Conduct Post-Critical Incident Training for all sergeants, lieutenants, captains and civilian equivalents.

Performance Exceeds
Expectations

▪ **Importance :**

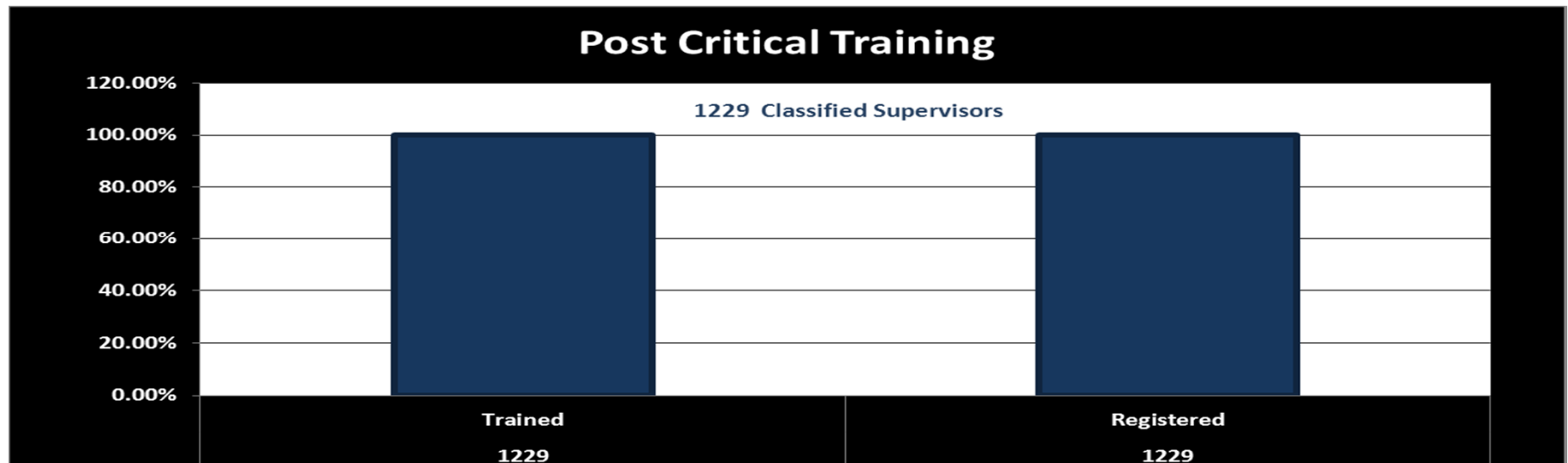
To ensure the proper allocation of the departments resources in order to meet the needs of the citizens.

▪ **Measurement:**

Process milestones.

▪ **HPD Progress:**

The training is complete. Training started in September, 2013 and ended December 2013. Originally 14 classes were scheduled with a total of 15 actually completed. Total supervisors needing training were 1,134; 1,229 personnel actually took the course.



Goal at a Glance

Houston Police Department Performance Goals 3rd Quarter FY14 Report

GOAL #4: Maintain/Increase Productivity

Objective 4-1: Exceed the 3-yr average of traffic stops conducted.

**Performance is Below
Expectation**

■ Importance :

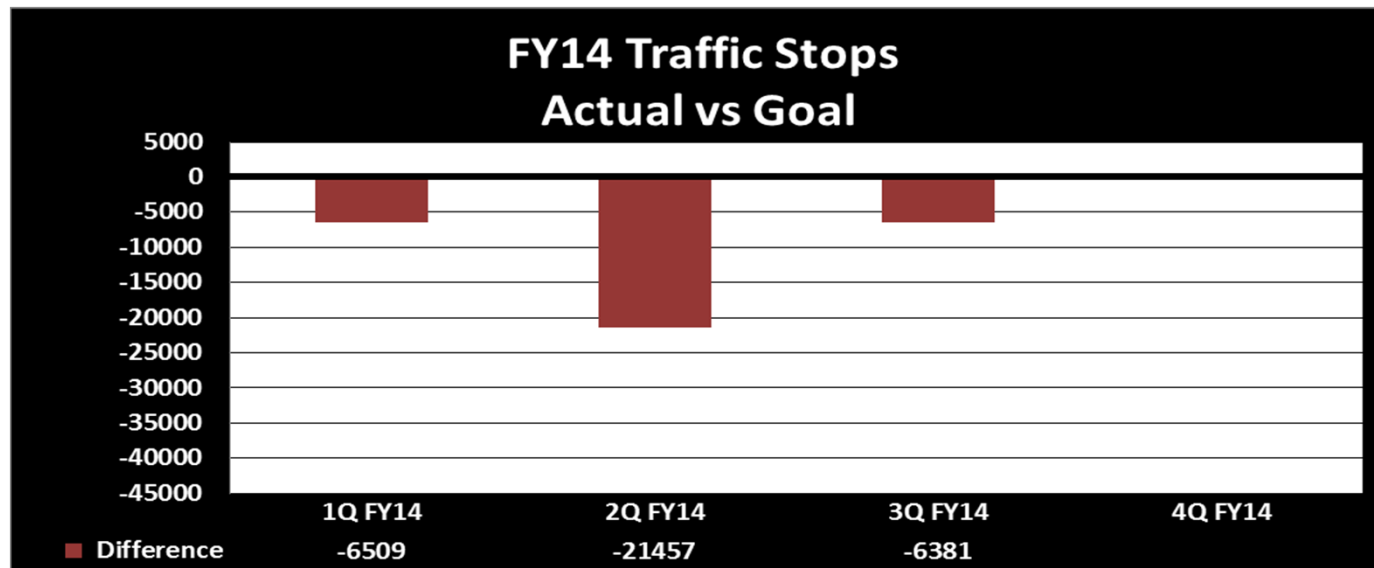
Make our roads safer to travel and reduce traffic related injuries and deaths by removing impaired drivers from road and enforcing speed limits and rules of the road.

■ Measurement:

Number of driver traffic stops reported on the racial profiling system (CY2010 – CY2012).

■ HPD Status

The 3rd quarter traffic stops (99,551) did not meet or exceed the 3 year average (423,728 per year /105,932 per quarter).



FY 14 Projected	377,932
3 Year Average	423,728
Difference	-45,796

Goal at a Glance

Houston Police Department Performance Goals 3rd Quarter FY14 Report

GOAL #4: Maintain/Increase Productivity

Objective 4-2: Exceed the 3-yr average of self-initiated investigations.

**Performance is Below
Expectation**

■ Importance :

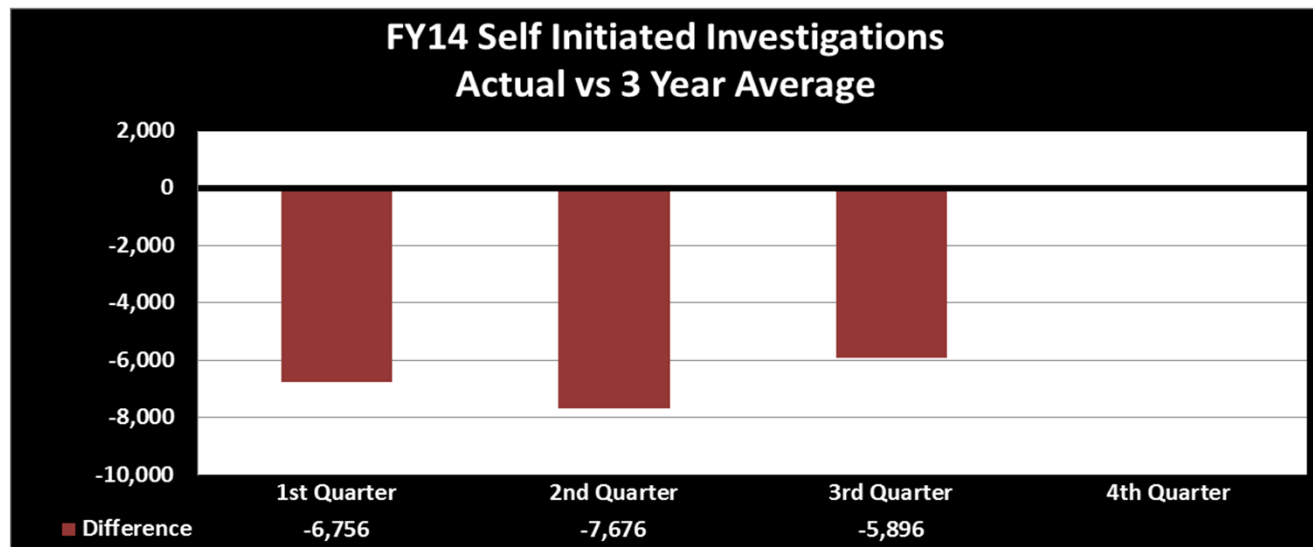
Patrol officers are able to detect and deter crime when they see suspicious behavior, observe a traffic violation, conduct a follow up investigation to gather information on a previous crime or look for suspects with outstanding warrants.

■ Measurement:

Statistics provided by the Emergency Communication Division (FY2011 – FY2013).

■ HPD Status

The 3rd quarter investigations (27,982) did not meet or exceed the 3 year average (135,513 per year / 33,878 per quarter).



FY 14 Projected	108,408
3 Year Average	135,513
Difference	-27,105

Goal at a Glance

Houston Police Department Performance Goals 3rd Quarter FY14 Report

GOAL #4: Maintain/Increase Productivity

Objective 4-3: Increase the percentage of cases worked with pursuable leads.

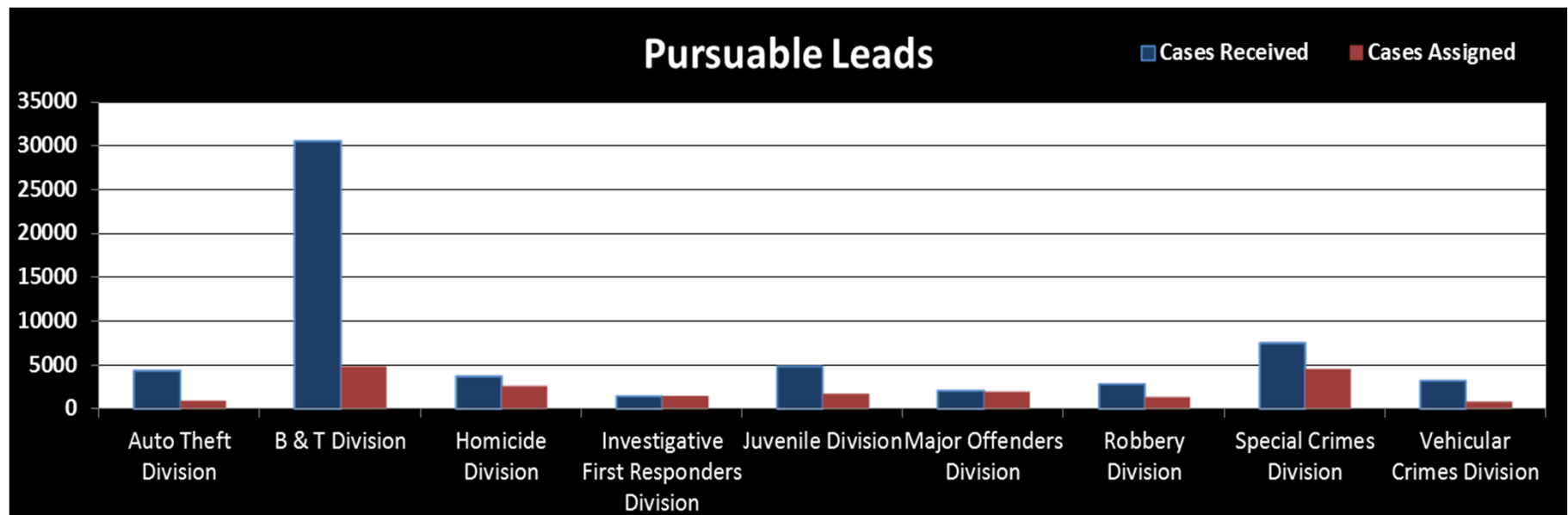
**Performance is Below
Expectation**

- **Importance :**

Create a safe environment for the citizens of Houston.

- **HPD Progress:**

Due to the large number of cases and shortage of investigators, cases are prioritized for assignment based on the type of case (felony vs misdemeanor) type of lead (suspect name vs no name), severity of crime etc. Cases not assigned to officers are assigned to civilian support staff for contact and follow up.



Goal at a Glance

Houston Police Department Performance Goals 3rd Quarter FY14 Report

GOAL #4: Maintain/Increase Productivity

Objective 4-4: Maintain capacity to respond to approximately 1.1M calls-for-service annually.

Performance Exceeds
Expectations

- **Importance :**

Utilizing Teleserve, Patrol Desk Unit (PDU) and WebCop eliminates calls to dispatched, thus freeing patrol officers to respond to emergency calls quicker and to handle other duties.

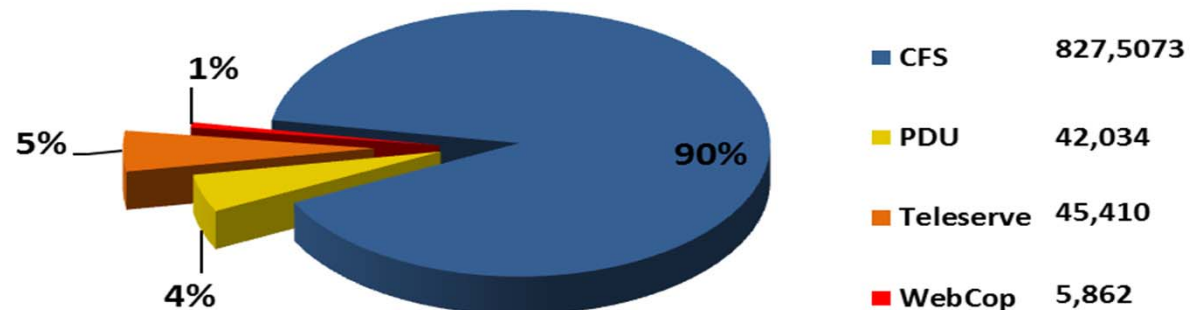
- **Measurement:**

The percentage of calls for service handled by PDU, Teleserve, and WebCop compared to patrol.

- **HPD Status:**

During the FY14 3rd quarter, HPD handled 304,156 calls (CFS - 271,983, 2,768 - Webcop, PDU - 14,457, and Teleserve – 14,948) for a FY14 year to date of 920,813.

Calls for Service FY14 YTD



Goal at a Glance

Houston Police Department Performance Goals 3rd Quarter FY14 Report

GOAL #4: Maintain/Increase Productivity

Objective 4-5: Maintain a positive property disposal rate (the amount of property returned to owners or disposed of is greater than the amount of property entered into evidence).

**Performance is Below
Expectation**

▪ **Importance :**

The property room is at risk of exceeding its capacity and the quantity of the property stored needs to be disposed of or released.

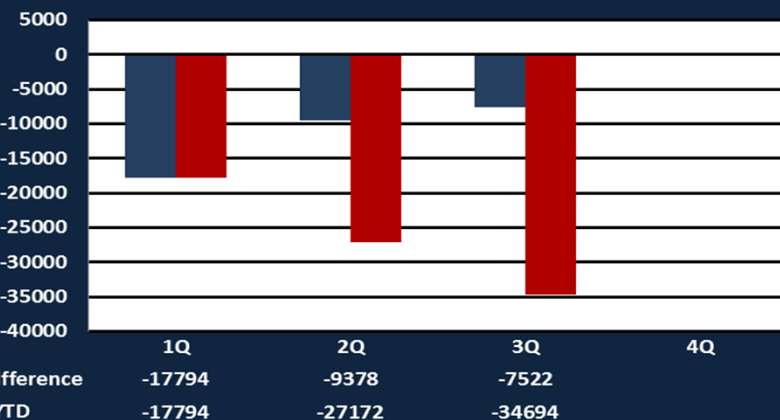
▪ **Measurement:**

The amount of property received compared to the amount of property disposed of or returned to owners.

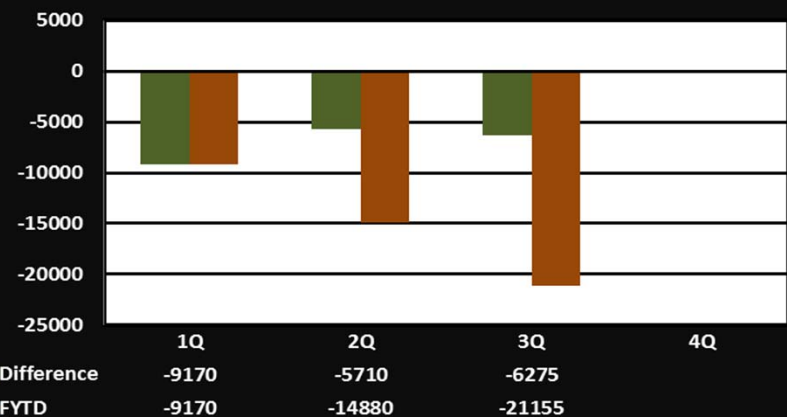
▪ **HPD Progress:** The property would have 13,541 less items if it excluded biological items.

- **Including Biological Evidence** - The Property Room received 16,308 items and disposed of 8,786 items from January through March, 2014. The FYTD incoming is 59,195 and 24,855 outgoing. The FYTD ratio is 2.38 items in for each 1 item out.
- **Excluding Biological Evidence** - The Property Room received 15519 items and disposed of 9244 items from January through March, 2014. The FYTD incoming is 46,363 and 25,014 outgoing. The FYTD ratio is 1:85 items in for each 1 item out.

FY2014 Disposal Ratio Including Biological Evidence



FY14 Disposal Ratio Excluding Biological Evidence



Goal at a Glance

Houston Police Department Performance Goals 3rd Quarter FY14 Report

GOAL #5: Increase the Professionalism of Department Employees

Objective 5-1: Implement actions designed to reduce incidents of unacceptable or unwanted behavior.

Performance Indicates Success

- **Importance :**
Professional behavior of police department employees is important in gaining and maintaining community involvement, public support and legitimacy of its actions.
- **Measurement:**
Milestones of changes recommended by Discipline Committee and approved by the Chief.
- **HPD Progress:**
Employees are reminded of the policies and procedures regarding treatment of citizens, Use of Force, and the penalties for policy violation. The Post Critical Training for classified supervisors is completed. Classified employees are also required to attend life saving self defensive tactical training.

Goal at a Glance

Houston Police Department Performance Goals 3rd Quarter FY14 Report

GOAL #5: Increase the Professionalism of Department Employees

Objective 5-2: Complete implementation of customer service message and standard protocols through various forums and delivery mechanisms to all employees within the organization.

Performance Exceeds
Expectations

▪ **Importance :**

Provide employees with the tools to deliver professional and efficient customer service to the community.

▪ **HPD Progress:**

Since accomplishing all of the original initiatives to enhance customer service and communication between the employees and our customers the Department remains focused on each of the customer service efforts including:

- Additional customer service suggestion boxes being placed in areas and divisions where there is contact with customers,
- Placing additional customer service posters and slogans in common areas to remind employees of HPD's commitment to customer service,
- Working toward the implementation of electronic customer service mission reminders in the form of messages shared via commonly used electronic mediums used by officers throughout the tour of duty, such as Mobile Data Vehicle Terminals and the internal Department computer portal,
- The Training Division continues to add customer service messages to upcoming in-service training as a reminder to all employees of our duty and desire to provide the highest level of customer service.

Goal at a Glance

Houston Police Department Performance Goals 3rd Quarter FY14 Report

GOAL #5: Increase the Professionalism of Department Employees

Objective 5-3: Develop a cadre of classified employees trained to deliver defensive tactics and tactical training concepts.

Performance Indicates Success

- **Importance :**

Ensure officers are prepared to handle diverse situations during their daily encounters with the community by providing them with life saving self-defense tactics.

- **Measurement:**

Statistics provided by the Training Academy

- **HPD Progress:**

Patrol Searching Review: 23 offerings, 1,775 learner completions

Patrol Building Searches Train-the-Trainer: 1 offerings , 2 instructors taught

Patrol Building Searches: 84 offerings, 46 learner completions

Goal at a Glance

Houston Police Department Performance Goals 3rd Quarter FY14 Report

GOAL #5: Increase the Professionalism of Department Employees

Objective 5-4: Develop more training opportunities for civilian employees versus FY13.

Performance Indicates Success

- **Importance :**
Employees need to possess certain training skills in order to promote and/or to complete their tasks efficiently and effectively improving their job performance and providing job satisfaction.
- **Measurement:**
Statistics provided by the HPD Academy.
- **HPD Progress:**

The City of Houston Learning and Development Center has partnered with the University of Houston, Texas Southern University and the Houston Community College to provide access to educational programs at the E. B. Cape Center. Civilian employees are also able to attend a variety of classes at the Houston Police Academy and online classes via the Learning Management System (LMS) to enhance their skills and increase their opportunity for advancement. Various courses are offered regarding Business, Desktop Computer Applications, General Studies, and Management.

Goal at a Glance

Houston Police Department Performance Goals 3rd Quarter FY14 Report

GOAL #5: Increase the Professionalism of Department Employees

Objective 5-5: Develop a process to email civilian job postings to department employees.

No Reported
Information

- **Importance :**
Ensure civilian employees are aware of the job vacancies within the department.
- **Measurement:**
The number of posting forwarded to civilian employees.
- **HPD Progress:**
The civilian job postings will remain on the City of Houston website. Employees may view civilian postings via the following links: www.cityofhouston.tx.gov/jobs and www.choice.cityofhouston.net